

# KANZA SPIRIT

## 931ST AIR REFUELING GROUP



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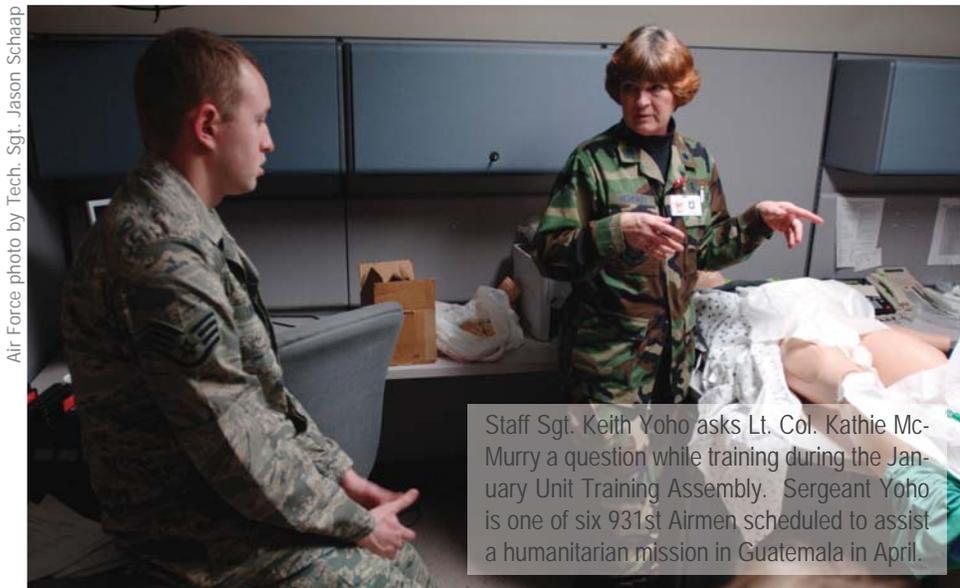
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# Goin' to Guatemala



Air Force photo by Tech. Sgt. Jason Schaap

Staff Sgt. Keith Yoho asks Lt. Col. Kathie McMurry a question while training during the January Unit Training Assembly. Sergeant Yoho is one of six 931st Airmen scheduled to assist a humanitarian mission in Guatemala in April.

## Medical flight to assist humanitarian mission

By Senior Airman Connor Burkhard  
931st ARG Public Affairs

Six members of the 931st Aerospace Medicine Flight have volunteered for deployment to Guatemala.

The team is scheduled to depart in mid-April and will include a physician, dentist, dental technician, medical technician and two translators, according to Senior Master Sgt. Barbara Schwerman, 931st AMDF health services management chief.

Schwerman has been organizing the two-week deployment that will serve as an annual tour for six deployers. "An acceptable annual tour site provides all requested/required

training for each Air Force specialty code deploying," Sergeant Schwerman said. "This year we were given the opportunity to accomplish an annual tour which includes a humanitarian mission."

Airmen from Travis Air Force Base, Calif., are also scheduled to support the Guatemala mission. During a trip to the region last year, 12 Space Command Airmen cared for more than 8,000 Guatemalans in 10 days.

Capt. (Dr.) Dwayne Kisby, an Air Force pharmacist, was part of last year's mission. "When we arrived at a location at 7:30 in the morning, there were literally thousands of people there waiting for us," Captain



## News To Use

### Commander's Call/ NCO ceremony Saturday

A Group Commander's Call is scheduled for 1 p.m. Saturday at the Robert J. Dole Center ballroom. Immediately following, a Senior Non-commissioned Officer/NCO Induction Ceremony is scheduled for 2 p.m. All 931st Airmen are required to attend both events.

### Personal Bag Drag

931st members scheduled to participate in the Group's Operational Readiness Inspection are required to bring personal bags to the February Unit Training Assembly. ORI points of contact are:

- Group - Lt. Col. Kontz
- XP - Lt. Col. Dorsey
- Intel - Lt. Col. Eaton
- CES - Senior Master Sgt. Askren
- AMXS - Staff Sgt. Cropper/  
Senior Master Sgt. Kirk
- 18th ARS - Capt. Villacis/  
Staff Sgt. Guldjord
- MSF - Master Sgt. Walker

### TaxCut free to Airmen

Military OneSource has teamed with H&R Block to offer TaxCut Basic Online free to all Airmen and their families. The software, available through the OneSource Web site, includes tax-relevant questions about issues like deployment and relocation. The deadline for filing taxes in 2008 is April 15.

[WWW.MILITARYONESOURCE.COM](http://WWW.MILITARYONESOURCE.COM)

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# COMMANDER'S MESSAGE

## WHY AFSO 21 MATTERS

You will find another article in this edition of the *Kanza Spirit* describing AFSO 21 (see page 4). I ask that you read it before you read my article. The intent of that article is to explain the program in more practical terms to you than you may have heard or seen to date. I intend to tell you here why it is important to you in the 931st ARG and ask for your support and cooperation in applying it to our mission.

I am not an AFSO 21 expert, and I doubt that I ever will be, but we do have a couple of experts in our group who will help us learn more about it and apply it to our benefit. Those two are Capt. Martha Kuder, 931st ARG performance manager, and Capt. Doug Crow, 18th ARS executive officer. Regardless, I know enough about it to think I know what it is in its basic form, and to understand its value to us all. When one strips away all the fancy terminology and charts, and focuses on what I think one could or should call it, the term

“Process Management”, or “Process Engineering” comes to mind. When applied to existing processes, “Process Re-engineering” may be appropriate.

Everything we do is guided by processes. We all follow processes every day. Some processes are already near perfect (or so we think) and/or cost us very little. Others cause us frustration, cost excess money, waste our time, and do not add value to what we do. While we should have always tried to do what we do with the least frustration, money and time, we have historically not always succeeded. Today we are challenged by increasing needs, insufficient funding to meet those needs, reduced manpower and increasing tasking. That should not surprise any of you.

So, bottomline, we all need to be involved in figuring out how to do more with less so that we can meet our increasing needs and taskings with current funding levels and reduced manpower. When I say we, I mean all of us, from the Air Force leadership all the way down to the newest Airman. We are not going to be involved in AFSO 21 efforts constantly or forever, but each of us

needs to think of when and where we can improve our processes to remove “non-value added” steps, save time, and/or save money. And then, when it falls into our area of expertise, actively participate in the group that is searching for ways to improve a process. We all have something to contribute.

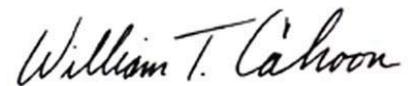
If we can accumulate enough savings over numerous processes and time, and our peers throughout the Air Force are conducting similar efforts, and we all share our best new/revised processes across the Air Force, then we can make a difference. Conceivably, we could afford to replace more worn out equipment, buy more of the latest technology aircraft and equipment that we need, and we can hire more personnel to meet our taskings.

Process improvement is important. We have an opportunity to make significant improvements to the way we do business. We have reached a critical time in the Air Force with regard to our resources, and I ask for your full support in learning about and implementing AFSO 21. We have no choice but to all take a personal interest in making our Air Force run more efficiently and effectively.

If you are interested in learning more about it, please contact Captain Kuder at [Martha.Kuder@mccconnell.af.mil](mailto:Martha.Kuder@mccconnell.af.mil) or talk with your commander. I hope to see you all bring ideas forward that will yield improvements, and participate in process re-engineering when and where needed to help keep us as the world's best Air Force.



**“We have no choice but to all take a personal interest in making our Air Force run more efficiently and effectively.”**



*William T. Cahoon*

**William T. Cahoon, Colonel**  
931st Air Refueling Group Commander

Integrity



Service



Excellence



Vol.13 No.2

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### Deadlines

The deadline to submit articles and newsbriefs for publication is close of business of the UTA.

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unless otherwise indicated.

The *Kanza Spirit* is emailed each month to all 931st ARG members. Members not receiving their copy should check with their workgroup manager. The publication is also posted monthly on the unit website:

[www.931arg.afrc.af.mil](http://www.931arg.afrc.af.mil)

# ReserveNet Activated



Air Force photo by Tech. Sgt. Jason Schaap

Senior Airman Clayton Vandaley and Senior Airman Brandi Brooks listen to Capt. Jennifer Hillberg answer a question at a ReserveNet training session during the January Unit Training Assembly. All three belong to the 931st Aerospace Medicine Flight and Hillberg is the flight's ReserveNet point of contact.

By Senior Airman  
Connor Burkhard  
931st ARG Public Affairs

While members of the 931st Air Refueling Group have been preparing for ReserveNet implementation for months, the system's use is now officially required when scheduling or rescheduling military duty.

ReserveNet was designed to make it easier for Reservists to manage their military duty with the added

convenience of accessing the system from home or from any non-military computer.

ReserveNet can be accessed through Air Force Portal and does not require the use of a common access card. Members do, however, need to have their Air Force Portal username and password on hand. This information can be found by logging into your Air Force Portal account from a duty computer using your CAC card and clicking the "My Profile" link.

Members must use ReserveNet for all duty requests, to include unit training assembly rescheduling. The system has a tracking function that allows users to view exactly how many days of each type of duty they have accrued. In order to effectively track the current fiscal year, a member's approver duty information from October 2007 to present must be entered. This will ensure that the track-

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## UTA Schedule

**Next UTA: February 9-10**

**March 8-9 (March 6-7 Mandatory Annual Tour,  
March 5 Optional)**

**April 5-6 (March 31-April 4 Mandatory Annual Tour)**

DATES IN RED DENOTE MANDATORY UTAs

*“AFSO 21 remains a source of confusion despite a full-scale campaign to explain it.”*

DoD photo by Tech. Sgt. Jason Robertson



# AFSO 21 EXPLAINED

by Adam J. Hebert  
Air Force Magazine

**F**-16 crew chiefs at Kunsan AB, South Korea had a problem. To begin work on a fighter, each had to push a heavy tool box from a central storage area out to a hardened shelter, a trip up to half a mile. They didn't like it, but that's the way things always had been done.

It seemed like an unchangeable fact of life – until somebody changed it. The crew chiefs decided to store their tools in the shelters, near at hand. This simple step freed up two maintenance-man-hours per day. That's significant, given the amount of time required to keep old F-16s combat-ready.

Simple, common-sense steps are exactly what Secretary of the Air Force Michael W. Wynne had in mind when he launched Air Force Smart Operations for the 21st Century in March 2006. “AFSO 21”, as it is called, has a simple goal: greater efficiency.

Reasons abound. There's a war on. The service's acquisition accounts are billions

short. End strength is declining. The Air Force must make the most of what it has got. The Air Force, borrowing the concept from industry, is pushing AFSO 21 to free up manpower, time, and money for more productive uses.

The goals are concrete—improve productivity and readiness. Specifically, AFSO aims to:

- **Deep-six stupid, unnecessary tasks.**
- **Keep more equipment ready for service.**
- **Shorten response times.**
- **Eliminate accidents, injuries, and breakdowns.**
- **Cut energy costs.**

The Air Force, like every large bureaucracy, must battle lethargy, precedent, and indifference to pull this off. AFSO 21 remains a source of confusion despite a full-scale campaign to explain it. A recent

Internet search for AFSO 21 returned 6,000 hits on Air Force Web sites alone, but the information is often confusing and contradictory.

Part of the problem is that AFSO 21 and its descriptions are laden with jargon and buzzwords. Lean. Six Sigma. Theory of constraints. Business process re-engineering. Just-in-time inventory. Blah, blah, blah.

“Lean” means cutting fat—eliminating whatever action produces nothing. Done correctly, less work is performed for the same effect, freeing time and resources for other jobs. Six Sigma and the other business practices refer to eliminating defects, bottlenecks, and other limitations.

AFSO 21 gives USAF an organized way to improve efficiency by encouraging and allowing efficiency initiatives without layers and layers of reviews and comment.

Many AFSO 21 projects so far simplify required putting the right equipment in the right place. It really made no sense for Airmen running the armory at Incirlik

*“The service's acquisition accounts are billions short. End strength is declining. The Air Force must make the most of what it has got.”*

AB, Turkey, to spend an hour assembling equipment from different sites each time they had to equip a new security forces detail. Rifles, radios, and night vision goggles were spread throughout the armory. Incirlik Airmen decided to move these items close to the distribution window, halving the time needed for each change of shift.

AFSO 21 encourages airmen to eliminate actions that don't add value. Walking back and forth doesn't add value.

In bygone days, F-16 maintainers at Avaino AB, Italy, would have to go get, transport, set up, and move ladders around the fighter. Somebody realized you could set up a scaffold and eliminate all of this wasted motion. The change helped cut two days from a seven-day-long repair process. At Hanscom Clinic in Massachusetts, medical workers sought ways to streamline patient care. One step: Standardization of supplies kept in exam rooms. Now, medical technicians shouldn't have to hunt down gauze or tongue depressors.

Last March, the 379th Air Expeditionary Wing in Southwest Asia declared that the wing's AFSO 21 initiatives saved nearly \$20 million, enough to pay for a new MQ-1 Predator.

The Air Force is pushing AFSO21 down to the lowest levels



because it is the Airmen performing the jobs who see the inefficiencies. They are often the ones whose lives are made easier by eliminating wasteful action.

USAF is only too aware that bureaucracies have a way of thwarting progress. "The desired effect is not the number of events or the number of personnel trained," wrote Ronald C. Ritter, the senior civilian AFSO 21 manager. "It's about the operational impact."

## AFSO 21, AFRC and the 931st ARG

by Capt. Doug Crow  
18th Air Refueling Squadron

Over the last twenty four months, Air Force Reserve Command has been diligently working to support its active duty partner with Air Force Smart Operations for the 21st Century, as well as conducting its own initiatives. These include working with Air Reserve Personnel Center personnel on the Point Credit Audit and Reporting Process to reduce the amount of time to get someone on the books by twelve months. Another initiative developed a new structure for the panel chair process to ensure all recommendations for resource allocation made to Gen. John Bradley, AFRC commander, and his directorates are more valid with historical trends and robust tools for risk analysis.

Just recently, AFRC designated

all performance managers as AFSO 21 facilitators, training them to conduct events and eliminate waste in processes. The 931st's performance manager, Capt. Martha Kuder, is now trained and prepared to face this challenge head on.

In addition to supporting and leading AFSO 21 events with its host unit, the 22nd ARW., the 931st has been conducting its own initiatives. In December, the Group kicked off its first initiative with a new officer performance report drafting and routing process. The results were outstanding. The new process substantially impacts the way we write and route OPR's and ensures their timely completion as well.

There is a stigma associated with anything that smells of Total Quality Management. When I first heard of AFSO 21, my first thought was, "Oh no, TQM wrapped in another fancy package." However, the more I have learned

about AFSO 21 and its positive impact on mission accomplishment, the more excited I have become about its potential to accomplish the mission more efficiently. I encourage all of you to learn more about AFSO 21 and get involved in this initiative, from participating in an event if the opportunity presents itself, to just letting your supervisor know of potential waste that could be eliminated by conducting an event.

One such impact on mission accomplishment occurred by reducing the time it takes to retrofit a Humvee with armor plating and send it back to the war in Iraq. An AFSO 21 event reduced the cycle time by three days. After the event, a Humvee full of troops was struck by a bomb two days after the Humvee was delivered. Everyone in the vehicle was safe after the explosion. Without AFSO 21, those men may have not have walked away from that vehicle!

# How do you handle change?

Commentary by Lt. Col. Frank Battistelli  
386th Expeditionary Mission Support Group

Have you ever returned to a base you were once stationed at or go to a town you once lived and things were just not the same? The chemistry was different, people changed, and you didn't seem to fit in quite as well as you did the first time. Your recollection of the way things once were was different than what you found upon your return.

You may have had high expectations, but unfortunately you were disappointed.

The same holds true in today's Air Force.

Ask one of your senior NCOs or field grade officers what the Air Force was like when they entered the service 15-plus years ago. They would probably tell you performance reports were done using typewriters, e-mail was virtually nonexistent, and most notably, manning was great. However, over the years technology has significantly changed the way we do business and budget crunches have leveled manning.

As a mission support squadron commander, I asked my flight chiefs and supervisors to read a book called, "Who Moved the Cheese" by Spencer Johnson. The book is about change and was especially important to the squadron at the time given the major transformation of personnel initiatives. The book discussed that as the world changes and paradigms shift, it's important for people to adapt and change with it. However, people don't always respond to change; especially in the Air Force.

Here's what I mean.

When is the last time you asked your supervisor why you do something a certain way and the answer you got back was, "That's the way we've always done it," or "Because that's the way I learned it"?

We tend to get hung up on antiquated

procedures and fail to acknowledge that changes have occurred around us. Hey, typing an evaluation performance report on a typewriter worked very well, but you don't see us typing anything today.

In fact, most of you have noticed that we are now digitally signing performance reports and never see the paper product until it's in our record.

This is exactly what I mean. We must embrace change by looking at the way it can enhance our quality of life, or work centers, and move out of our comfort zone.

If you look at how change has impacted our world, you'll realize it's almost impossible to ignore.

Thomas L. Friedman, in his

book titled "The World is Flat," discusses how the world has become flat over the last decade. By flat he means international barriers have been broken and the playing field has become level.

For example, if you are having computer problems at your home in Nebraska, you may pick up the phone and call a 1-800 phone number for computer support. To your surprise, you are connected to an English speaking technician in a foreign country 10,000 miles away from you. The same holds true for purchasing merchandise online or telephonically.

Technology has virtually eliminated the commercial boundaries, and in essence, flattened the world.

Once one begins to accept the world is changing all around

them, they will have to make a decision, embrace change and keep the momentum or remain stagnant and risk missing opportunities.

My challenge to the men and women in today's Air Force is to be in-tune with the changes occurring around you and embrace them. Don't get caught up in complacency, instead ask yourself how you can enhance your life or work center by accepting, adapting to change, then slowly make the transition.

*"When was the last time you asked your supervisor why you do something a certain way and the answer you got back was, 'That's way we've always done it.'?"*



U.S. Air Force Sgt. Suzann K. Harry, of Wildwood, N.J., operates a switchboard in the underground command post at Strategic Air Command headquarters, Offutt Air Force Base, Neb., in 1967. Using technology to replace the need for switchboard operators and other antiquated practices is the type of change some people resist.

## Goin' to Guatemala from page 1



Guatemalan citizens line up around the block to receive medical care from Airmen participating in a 2007 humanitarian mission. Members of the 931st Aerospace Medicine Flight are scheduled to participate in another Guatemala mission in April. (Below) Maj. (Dr.) Michael Stevens, a pediatrician from Peterson AFB, Colo., listens to the heartbeat of a Guatemalan child. Major Stevens' team treated more than 8,000 Guatemalans in 10 days in 2007.

Kisby said in a story written by Staff Sgt. Raymond Hoyt, 30th Space Wing Public Affairs. Guatemala is a developing Central American nation, wrote Hoyt, with a rich culture and history, but a volatile political environment and a 36-year guerrilla war has taken a toll on its people.

A small, heavily populated country, Guatemala was once home to the powerful Mayan civilization. Today, most of its people live in rural areas among sugarcane fields, volcanoes and lush rainforests. Its

poverty level is nearly 60 percent; a number so high that health care is something many have only heard of and never seen.

The Guatemala mission is part of the International Health Specialist Program, a program initiated by the U.S. Air Force Surgeon General designed to, as its mission states, "develop and cultivate global relationships by providing culturally aware, linguistically competent regional healthcare experts in support of US national strategy."



## ReserveNet Activated from page 2

ing information is current.

But the system is not just for scheduling duty. It contains, for example, a readiness links training. The training links house the newest Air Force Reserve versions of a variety of computer-based training aimed at cutting down training time.

Reserve job opportunities and unit-specific information

can also be found on ReserveNet, along with staff directories and recall rosters. The system even gives members the ability to change their personal information listed on the recall roster.

The library feature allows Reservists to download commonly used forms like travel vouchers, and gives members access to information regarding

the fitness program, dress and appearance, and the upcoming operational readiness inspection.

ReserveNet does not, however, interact with other military systems, such as pay. "It is simply a management tool," Senior Master Sgt. David Lofton said. Sergeant Lofton, 931st Civil Engineer Squadron member, is the Group point

of contact for ReserveNet. Administrators are working diligently to improve the system, Sergeant Lofton said, and members are likely to see frequent changes and updates.

Those with suggestions are asked to contact their flight or squadron ReserveNet point of contact to help further improvements to the system.

# SPIRIT SHORTS

## Voting assistance offered

Airmen and their families serving around the world have the right to vote and the Air Force Voting Program's mission is to ensure they have the information and tools needed to exercise that privilege.

Airmen serving away from their voting residence should use Federal Post Card Application Standard Form 76 to register and request absentee ballots. The SF 76 and 2008 Voting Assistance Guide, which lists the unique voting rules for each state, are available on line at [www.fvap.gov](http://www.fvap.gov) or may be obtained from the base voting assistance officer.

For more information or assistance on voting, contact the Group voting officer, Lt Col David Fruck, or visit the Air Force Voting Action site at:

[WWW.AFCROSSROADS.COM/VOTEFUND/VOTE/DEFAULT.HTM](http://WWW.AFCROSSROADS.COM/VOTEFUND/VOTE/DEFAULT.HTM)

## PEP packages due in April

The Promotion Enhancement Program board is meeting earlier this year in order to accommodate new Air Force deadlines. The deadline for submitting PEP packages to the 931st Military Personnel Flight is 4 p.m. on April 30. The PEP board is scheduled to meet at 10 a.m. on May 4.

Contact Master Sgt. Debroada Cornelius 316-759-3587 for more information.

## AMXS Chili Cook Off

The 931st Maintenance Squadron's annual chili cook off is scheduled for March 9, the Sunday of the March Unit Training Assembly. The competition is scheduled to begin at 11:30 a.m. upstairs in building 1185. A \$5 fee includes all the chili one can "handle." Contact the AMXS orderly room at 316-759-6228 for entry and other information.

## Group to host NCOLDP course

The 931st is scheduled to offer a 10-day course aimed at providing meaningful and challenging leadership training to mid-level enlisted personnel. The 10-day Non-commissioned Officer Leadership Development Program course includes six days of academic classroom instruction and four days of practical application. Topics include communications, counseling, stress management, the management process, leadership, time management, effective writing and military heritage.

Airmen who finish the course, scheduled for Aug. 4-8 and 11-15, receive two semester hours of college credit applied toward a Community College of the Air Force degree. A course facilitator is scheduled to present a short briefing during commander's call Saturday. Contact the 931st training office at 316-759-5423 to sign up no later than the May UTA.

# WICHITA WEEKEND

## Thunder Hockey

**Feb. 8 & 9** — Friday is Sports Auction/Student I.D. Night as the Wichita Thunder take on the Amarillo Gorillas. Saturday is the first Annual Pink at the Rink Night as the Thunder take on the Rio Grande Valley Killer Bees. Both games are scheduled to start at 7:05 p.m. at the Kansas Colliseum.

[WWW.WICHITATHUNDER.COM](http://WWW.WICHITATHUNDER.COM)

## Shocker Basketball

**Feb. 9** — Catch Division 1 basketball and the fan frenzy as the Wichita State Shockers take on the Indiana State Sycamores. Tip off scheduled for 7:05 p.m. at Charles Koch Arena at the Wichita State University campus.

[WWW.GOSHOCKERS.COM](http://WWW.GOSHOCKERS.COM)

## Trailer Park Musical

**Feb. 8** — The Great American Trailer Park Musical and the "trashy goings-on" at the Armadillo Acres Trailer Park come to Orpheum Theater in downtown Wichita. The show, complete with spray cheese and bad perms, is scheduled to start 7:30 p.m.

[WWW.WICHITAORPHEUM.COM](http://WWW.WICHITAORPHEUM.COM)  
[WWW.TRAILERPARKMUSICAL.COM](http://WWW.TRAILERPARKMUSICAL.COM)

# At the Movies



## ALVIN AND THE CHIPMUNKS

**FRIDAY, Feb. 8, 7pm**  
1 hr. 28 min. *A man named Dave adopts three singing chipmunk brothers, Alvin, Simon, and Theodore, and transforms them into contemporary pop sensations. They meanwhile turn Dave's once-organized life upside down.*

**MPAA Rating: PG for mild rude humor**



## CHARLIE WILSON'S WAR

**SATURDAY, Feb. 9, 7pm**  
1 hr. 42 min. *Based on the true story of how Charlie Wilson, an alcoholic womanizer and Texas congressman, persuaded the CIA to train and arm resistance fighters in Afghanistan to fend off the Soviet Union.*

**MPAA Rating: R for strong language, nudity, sexual content, and drug use**

*Movies are shown at the McConnell Air Force Base Theater and are subject to change. Admission is \$3.50 for adults, \$1.75 for children 11 and under. Doors open 30 minutes prior to showtime.*

McConnell Movie Line - (316) 759-4181